



Improving lives together

Cygnet Quality Account

April 1st 2025 – March 31st 2026

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Quality in Numbers

Service User First


88% of service users have **improved outcomes on discharge**




27 Cygnet services awarded the **Carers Trust One Star accreditation**



3,150 Number of service users **completing our discharge surveys**



4.4/5 Average Score from **service user experience survey questions**



28 Experts by Experience **working in partnership with Cygnet**



1300 Hospital visits undertaken by our Experts by Experience




96% Increase in **People Council Meetings**



35 Social Hubs now open



100% Service users discharged from Cygnet Eating Disorders services into more independent living services



6 Cygnet Carer Ambassadors now championing the carer voice




96 Site based Carer Leads now driving carer-informed care



4 National Carer Network Events held by Cygnet that connected carers together




682 Number of carers who **completed our surveys**



157 Carers supported through the **Carer Advocacy Support Service**




100% Proportion of Cygnet Hospital Services with a **PCREF action plan in place**



50% More compliments received than complaints



4.5/5 Average Score across **all carer satisfaction survey questions**



Regulatory



100% Proportion of Health Inspectorate Wales regulated and inspected Cygnet sites in Wales with no immediate compliance issues identified

100% Proportion of Ofsted inspected Cygnet sites in England receiving 'Good' or 'Outstanding' ratings



100% Proportion of Care Inspectorate Wales regulated and inspected Cygnet sites in Wales with no priority action notices identified



66% Proportion of areas receiving a 'Good' or higher grade from Healthcare Improvement Scotland for the single regulated service



89% Proportion of Care Quality Commission regulated Cygnet sites in England who were inspected and ratings were published receiving 'Good' or 'Outstanding' ratings



100% Proportion of areas receiving a 'Good' or higher grade from Care Inspectorate across all Cygnet Services in Scotland



1160
Number of internal site Quality Audits undertaken

Staffing



19%
Reduction in Staff turnover

14%
Reduction in agency use



93% Staff stating that Cygnet acts on concerns raised by service users in the staff survey

169 Staff Representatives in Cygnet



6 Staff Networks in Cygnet



24 Trauma Risk Management Trained staff in Cygnet



142 Mental Health First Aiders in Cygnet

255,368 Learning courses were attended by our staff



350 Staff undertaking apprenticeships programmes



Delivering Excellence



21 Quality Improvement Projects completed



82% Proportion of reported Patient Safety Incidents classed as 'no harm'



0 Prevention of Future Deaths notices issued to Cygnet

186 Freedom to Speak Up Ambassadors in Cygnet



50 Solar panels installed at sites to reduce the reliance on fossil fuels

23 Number of Research Articles published or conference presentations given



Group Chief Executive Officer Quality Statement

It is my privilege to present Cygnet's Quality Account for 2025–2026, which reflects a year of significant progress, innovation, and continued commitment to delivering safe, high-quality, person-centred care.

In 2025 we brought oversight of quality into a single directorate, alongside the patient safety and risk portfolios under our new Executive Board Member who brings extensive experience in quality assurance. This strengthened structure will enable us to enhance oversight and drive a more consistent and proactive approach to quality.

In 2025-2026 the key to our success was our unwavering focus on the people we serve. This year nearly nine out of ten service users demonstrated improved outcomes on discharge, supported by a structured, evidence-based approach to care that prioritises recovery, independence and long-term wellbeing. Importantly, the majority of individuals across our services moved on to more independent living settings, demonstrating our ability to support meaningful, life-changing progress.

The experience of those in our care remains a defining strength. With thousands of Service Users providing feedback, we achieved an average satisfaction score of 4.4 out of 5. This reflects consistently positive experiences, particularly in the compassion and support shown by our Staff, the quality of therapeutic engagement, and the personalised nature of care. Feedback from carers was equally strong, with an average score of 4.5 out of 5, underlining the importance of partnership working and inclusive care.

We have continued to embed co-production as a core principle across Cygnet. Our Experts by Experience completed over a thousand visits, directly influencing service design and quality. The growth of People's Councils, Social Hubs, and our innovative Music2Empower programme highlights our commitment to ensuring lived experience shapes everything we do. These initiatives are transforming environments, strengthening engagement, and supporting recovery in new and creative ways.

Quality and safety remain central to our organisation. In England nearly nine out of ten services inspected last year were rated Good or Outstanding, and across Wales and Scotland we achieved positive regulatory outcomes.

We are proud of the progress made in patient safety, where an increasing proportion of incidents resulted in no harm, demonstrating a culture of transparency and learning. Our redesigned patient safety processes and focus on continuous improvement ensure that lessons are embedded and shared across the organisation.

Our workforce is fundamental to our success. This year we saw Staff turnover reduce alongside reduced reliance on agency Staff, improving continuity and quality of care. With over a quarter of a million learning courses attended by Staff, and strong Staff survey results indicating high levels of engagement, speaking up, and commitment to care quality, we continue to build a confident, capable and supported workforce.

Finally, we have strengthened our focus on innovation. From establishing a Digital Programme Management Office to advancing new therapeutic environments and learning models, we are ensuring that Cygnet remains responsive, forward-thinking, and aligned with national priorities.

In summary, 2025–2026 has been a year of strong delivery of quality across all our strategic priorities. We have improved outcomes, enhanced experience, strengthened quality and safety, supported our Staff, and continued to innovate for the future.

I would like to thank our staff, service users, carers, and partners for their continued dedication and contribution to ensuring Cygnet delivers high quality care. Together, we are making a meaningful difference to the lives of those we support.

Professor Tony Romero

**Chief Executive Officer,
Cygnet Group**

**On behalf of the Executive
Management Board**



What We Do

Cygnet is a leading provider of mental health and social care services for adults and children in the UK. Our network of award-winning hospitals and community-based services offer a range of specialist care pathways tailored to individual needs. We put those in our care at the heart of all we do, working together to support every person to achieve their goals and live as independently as possible.

Cygnet's Health Care Division provides a broad coverage of mental health services, from Secure, PICU / Acute, Mental Health Rehabilitation and Recovery, Personality Disorder, Children and Adolescents, Eating Disorder, Learning Disabilities, Autism Spectrum Disorder, Neuropsychiatric, Mental Health and Specialist Deaf Services.

We also provide a wide range of social care services for adults with autism, learning disabilities and those requiring elderly care within the UK.

Our Clinical Vision

Our aim is to provide the highest quality care to our service users and residents at all times, regardless of where they are in their care pathway.

We aim to achieve this through our highly-trained and motivated staff working in partnership with the people we support, their friends and relatives, our commissioners and regulatory bodies.

Overview of Cygnet Services in 2026



Two divisions, 'Health Care' and 'Social Care', with a divisional CEO for each



One of the largest independent providers of Mental Health Services in the UK



High quality ratings: **84% rated Good or Outstanding**

17% higher than national average, including NHS



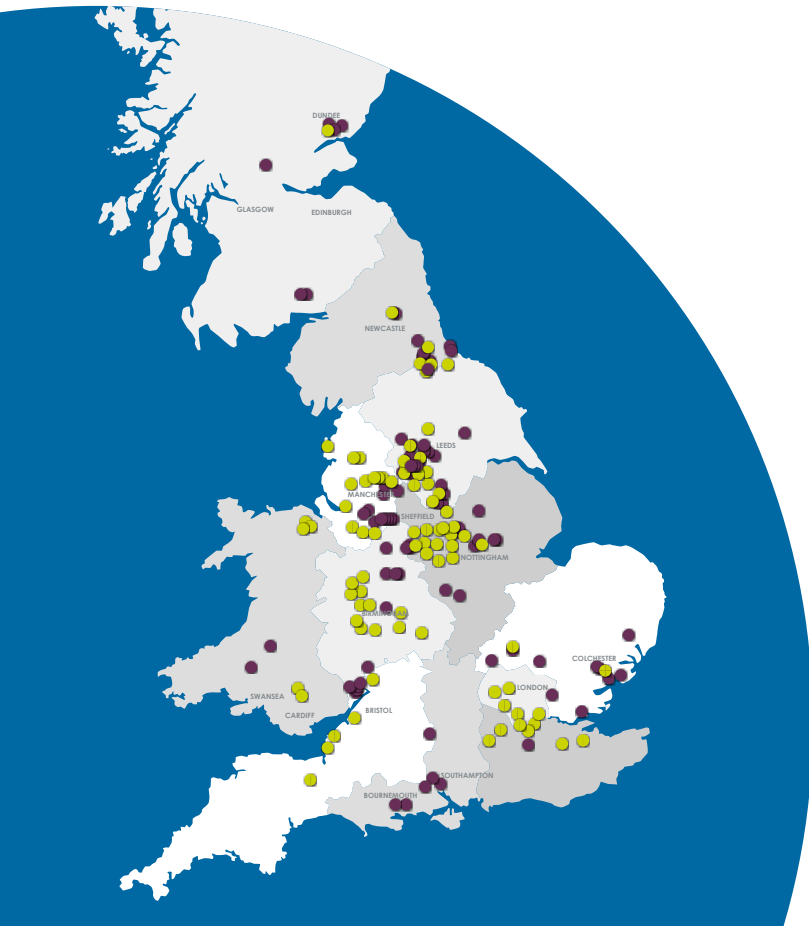
Employing over 13,000 full time equivalent



Providing **3,200 beds**



Supporting almost **9,000 individuals** each year across **163 services**



Our Values

We are Cygnet, a leading provider of health and social care, complex mental health, learning disability and autism services in the UK. Established in 1988, our 38-year history has seen us build a reputation for delivering pioneering services and outstanding outcomes for children, young people, adults and older people.

Our Purpose

is to make a positive difference to the lives of the individuals we care for, their loved ones and all those who work with us.

Our Vision

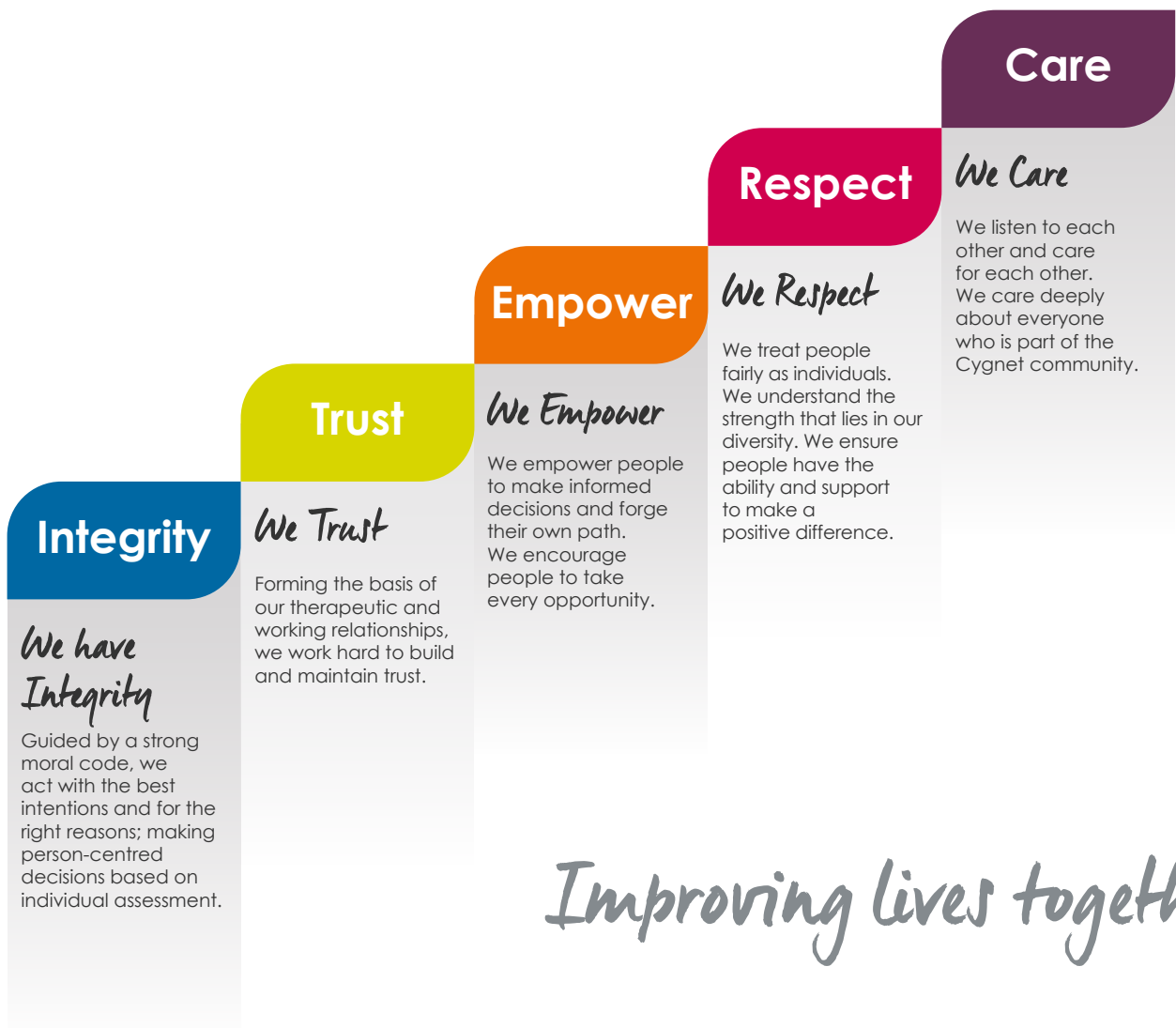
is to provide high quality, sustainable specialist services that: ensure service users and residents feel safe and supported, staff are proud of, commissioners and service users and residents select, and stakeholders trust.

Our Mission

is to work together in a positive culture of openness, honesty and inclusivity, where we deliver safe, compassionate care for the people we support and our staff enjoy a fulfilling, rewarding environment in which to work.

Our Values

are to care for individuals we support, staff and visitors, to respect them, to ensure a bond of trust is built among us, to at all times empower those we look after as well as our staff, and to deliver quality services with integrity.



Corporate Strategic Priorities

1



Service Users First

Putting individuals at the heart of all we do in the delivery of safe, high quality care.

2



Support & Help more People

Providing the right care, at the right time in settings that best meet individual needs.

3



Deliver Service Excellence

To be seen as a provider of choice for the delivery of high quality, evidence-based, specialist care.

4



Value & Develop our Staff

To recruit and retain talented people who exemplify our values and feel proud to work in a culture that promotes excellence, delivers person-centred care and provides opportunities for everyone to be their best.

5



Innovation for the Future

Showcase innovation and vision. Harness technology. Deliver our sustainability targets. Be a force for good in the communities we serve.



Service Users First

Putting individuals at the heart of all we do in the delivery of safe, high quality care.

Cygnets first strategic priority is to put individuals at the heart of all we do in the delivery of safe, high-quality care.

Service User Outcomes

At Cygnets, we strive to ensure that the care we provide meaningfully improves the lives of our service users.

We support individuals in progressing towards greater independence, reflecting our compassionate and empowering approach, which prioritises long-term wellbeing, inclusion, and recovery.

Delivering Improvement in Service User Outcomes in 2025-2026

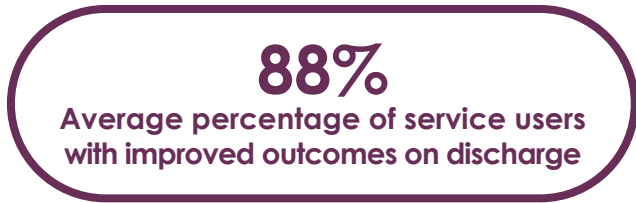
Progress from Admission to Discharge

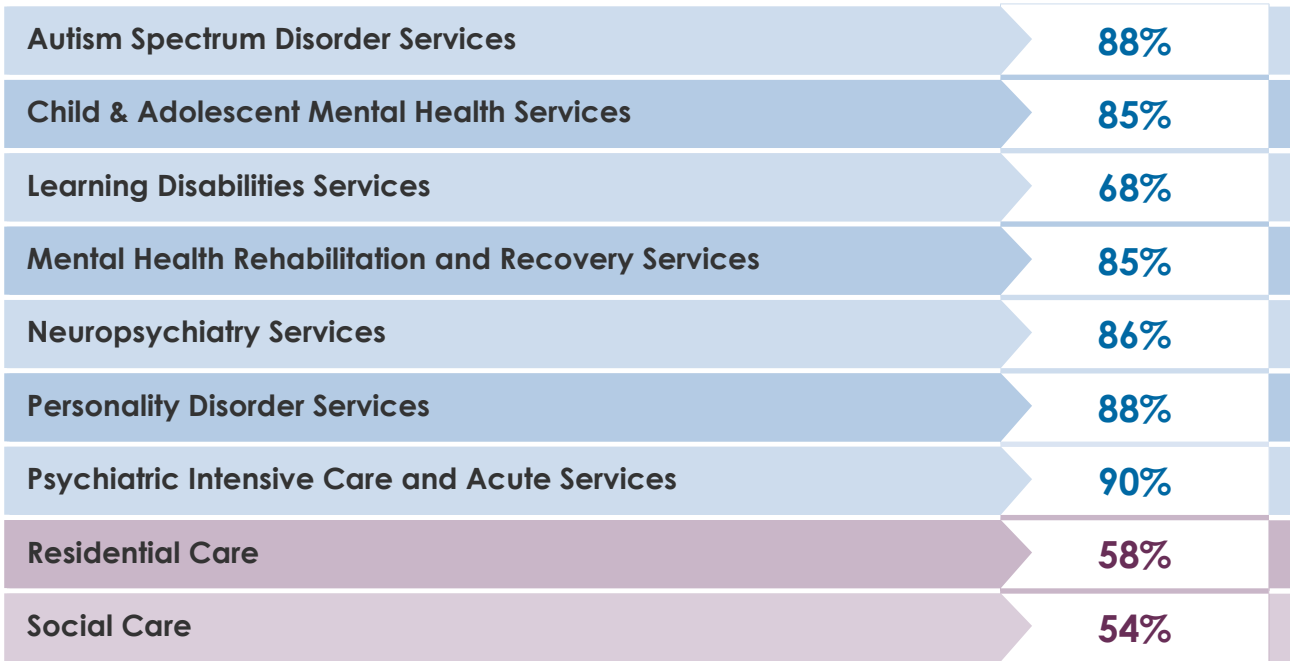
Monitoring service user outcomes allows us to move beyond activity-based reporting and demonstrate real, meaningful change in areas such as recovery, wellbeing, independence and quality of life. Measuring service user outcomes helps us understand what is working well and where improvements are needed. This ensures our services remain evidence-based, person-centred and aligned with national expectations. Outcome data strengthens clinical decision-making and supports continuous quality improvement.

The Global Assessment of Progress is an outcome tool used in Cygnets that allows clinicians to measure a service user's progress and changes in wellbeing. For service users this outcome tool ensures that their progress is recognised and used to shape discharge plans. This outcome tool also provides assurance to our service users, carers, regulators and commissioners that our interventions are effective and delivering positive results.

Using this and other outcome tools forms a critical part of how Cygnets demonstrates accountability, drives improvement and ensures the highest quality of care.

In 2025-2026, on average, 88% of service users discharged from our hospital services and 56% discharged from our social care services demonstrated an improvement in outcomes from admission. Where improvement has not been demonstrated, this is likely due to the service user being discharged to a higher tier or more specialist type of care or having chronic issues. The figures below, shown by service line, demonstrate the proportion of service users discharged in 2025-2026 who had an improved Global Assessment of Progress Score from the baseline measured on admission.





Discharge Destination

Supporting people to move on safely towards more independent settings remains a core measure of success, reflecting both the quality and effectiveness of care and support provided. This involves not only ensuring that service users are clinically stable, but also that they have developed the confidence, skills, and resilience needed to manage daily life with increased autonomy.

A successful transition is underpinned by person-centred care, where service users are actively involved in decisions about their future, and their goals, preferences, and strengths are fully recognised. It requires coordinated, multidisciplinary input to address health needs, social integration, housing, and ongoing support networks.

The figures below, shown by service line, demonstrate the proportion of service users whose discharge in 2025-2026 was to the community or more independent living as opposed to more restrictive higher tier services with a range of 80%-100% across all services.

100%
 Service users discharged from Cygnet Eating Disorders services into more independent living



Service User Experience

Promoting a positive experience for our service users is a critical component of Cygnet's delivery of high quality care. Positive experiences promote safety, dignity and collaboration, helping individuals feel heard, respected and involved in decisions about their care.

We offer every service user who is discharged the opportunity to provide feedback ensuring that services remain person centred and responsive.

Delivering Positive Service User Experience in 2025-2026

In 2025-2026, 3,150 adult service users completed our discharge surveys. The responses we received reflect a consistently positive experience across key areas of care and support.

The average score across all the service user experience questions was 4.4 out of 5. Our highest scoring areas demonstrated that service users thought that staff were caring and supportive, that they had choices over therapies or groups, that they were supported to maintain important relationships with family, they were treated as individuals, and most importantly they received the care they required to progress on their recovery journey.

3,150
Number of service users completing our Discharge Surveys

4.4/5
Average Score across all service user experience survey questions

I am given choices about the types of therapies / groups I can be involved in	4.5
I get help to stay in touch with carers, family and friends	4.4
I am treated as an individual when it comes to rules and restrictions	4.4
I am invited in decisions about my care and treatment	4.3
The care and treatment I have received has helped me to progress towards discharge	4.4
There are always enough staff to support me	4.1
Staff are caring and supportive	4.5
The food is of a high standard	4.3
I have always felt safe during my time here	4.2
I am satisfied with the accommodation provided for me (bedroom, communal areas)	4.4

Co-Production

Co-production ensures that the voices, experiences and priorities of our service users drive the design, delivery and improvement of services.

In 2025-2026 service users and staff continued to work together to shape services, improve experiences and enhance outcomes through our Experts by Experience (EbyE) programme, People's Councils and the development of Social Hubs and Music Studio Hubs.

These initiatives all formed part of our 2024-2027 Co-production Strategy, ensuring that lived experience informs decision making at every level of Cygnet, and that our service users have meaningful opportunities to influence service development, and that co-designed therapeutic environments support connection, wellbeing and recovery.



Co-Production at Cygnet

Delivering Effective Co-Production in 2025-2026

Experts by Experience

In 2025-2026 Cygnet continued to expand our collaboration with Experts by Experience (EbyE). These individuals, with personal lived experience of mental ill health, carried out a wide range of activities, including attending numerous management and governance meetings, co-producing the design and build of new hospitals, participating in recruitment interview panels, attending research and development groups, and speaking at conferences and events about the importance and value of their role within Cygnet.

EbyE undertook over 1,300 visits to our hospital services in 2025-2026, ensuring that the voices and opinions of service users were heard and that feedback was actioned to make improvements. Their role is valued by staff and service users alike and it is now embedded in the routine operations of our services.

28
Experts by Experience working in partnership with Cygnet

1,300
Hospital visits undertaken by our Experts by Experience

In 2025-2026 an electronic system was developed to enable us to record and report qualitative and quantitative EbyE feedback, focusing on a range of areas important to our service users and allowing specific or themed feedback to be presented and actioned through a robust governance process.



Experts by Experience



People's Council

Across our hospitals and social care sites over 1,000 People's Council meetings took place in 2025-2026, a 96% increase from the previous year. This demonstrates Cygnet's commitment to these key meetings that enable service users and carers to discuss with staff what matters most to them. The meetings are a constructive co-production forum to share feedback and make changes and improvements. In 2025-2026 these changes included activity variety, personalised environments, enhanced outdoor spaces and food range.

96%
Increase in People's Council meetings



Social Hubs

In 2025-2026 Cygnet opened 6 new Social Hubs making a total of 35 Social Hubs across our hospital or social care services. These therapeutic spaces are the result of collaborative design, development and decoration by EbyE, service users and staff.

35
Social Hubs now open

Cygnet recognises that Social Hubs are more than an engaging social space; they are an opportunity to rethink how to facilitate therapeutic and positive social interactions. Social Hubs enhance peer to peer engagement, enable therapeutic conversations in a less 'clinical' environment, promote social inclusion, and provide meaningful activities especially during evenings and weekends. We were pleased the Social Hub concept was a finalist at the 2026 HSJ awards.

In 2025-2026 we opened the Social Hub at Cygnet Bury Hudson, the largest of its kind and the first to be co-funded by a Local Provider Collaborative. The opening of this Social Hub is a major step forward for secure services in the UK, demonstrating a commitment to positive risk-taking, person-centred care, and least restrictive practice.



Music 2 Empower

Music2Empower

Music2Empower is a co-produced initiative designed to highlight the therapeutic benefits of music across Cygnet services. Rooted in lived experience, the initiative recognises that, for many individuals, music is not simply a pastime, but an essential coping mechanism, a way of processing emotion, maintaining identity and navigating periods of acute distress. At the start of this initiative, we focused on providing access to music as a therapeutic activity which quickly developed into consideration on how the environment itself could be designed to support creative engagement.

The result of this co-developed, co-designed and co-produced proposal are 'Music2Empower Hubs'. These are professionally equipped recording studios located within hospital settings. These rooms are not 'ad hoc' or multi-use, but dedicated, acoustically treated spaces designed to mirror industry standards.

In 2025-2026 we started to deliver our Music2Empower Hubs with the first hub opening at Cygnet Hospital Bierley and further installations underway at several other sites. The Music2Empower Hubs have been enthusiastically welcomed by EbyE, service users, carers and staff alike.

Recovery Education and Learning Colleges

In 2025-2026 Cygnet began working with 'ImROC', an organisation based in the UK that works with recovery focused organisations across the world. The aim of this partnership programme is to revitalise our current Recovery Colleges and to create a framework for the development of future Colleges in Cygnet.

These new Recovery Education & Learning Colleges ('REaL Colleges') will focus on online courses, sharing resources and providing learning opportunities to service users and staff. As a precursor to the deployment of this framework, we have been supporting our existing Recovery Colleges to build partnerships with local NHS / Charitable sector Recovery Colleges to share resources, to enable 'bridging' opportunities and provide continuation for service users on discharge.

Co-production Collaborations and Events

In January 2026 Cygnet hosted an Occupational Therapy clinical and academic team from Hong Kong as part of a global learning programme focused on best practice in co-production. During their time with us, which included visiting a Cygnet Social Hub and meeting our EbyE, we exchanged ideas around recovery-focused care and meaningful co-production.

In 2025-2026, Raf Hamaizia, our Head of Co-Production and a former Expert by Experience co-wrote, with Geoff Brennan, a chapter for the 4th edition of 'Psychiatric and Mental Health Nursing: The Craft of Caring', a book recognised as an important contributor to international nursing practice. The learning outcomes of the chapter include; understanding the term 'culture', awareness of cultural identities, concepts of cultural safety, Staff values and culturally safe mental health services.

In January 2026 the Cygnet Co-production team presented at the National Police Chiefs' Council Mental Health Forum. The event was an opportunity to share the results of a Cygnet Hospital Stevenage initiative to reduce racism by strengthening ties between a service and local neighbourhood Police. This project, currently being considered for roll out across all our services, includes a staff support framework and a Police support pathway. This event also provided an opportunity to share our service user's experiences of community crisis management and community policing, highlighting how, by listening to lived experience, we can contribute to positive policing practice around mental health.

Carer Engagement

In Cygnet we believe that engagement with the carers of our service users is fundamental, as they can hold vital knowledge about the individual's history, preferences, needs and early warning signs, enabling us to provide more personalised, effective and safe care. When carers are actively involved it ensures services make better informed decisions, communication is improved and continuity of support is enabled. Engaging carers strengthens the support network around the service user, promotes shared decision making, and helps reduce distress and confusion for families.

Delivering Carer Engagement in 2025-2026

Carers Ambassadors

Cygnet Carer Ambassadors play a vital role in strengthening the connection between Carers and the organisation, bringing lived invaluable insights that shape our strategic priorities and enhancing the quality of care within our services. Cygnet now has 6 Carer Ambassadors providing us with informed and compassionate advice on behalf of carers and families. Their contributions offer meaningful challenge, perspective and guidance, enabling us to ensure that Carers' experiences are heard and actioned.

6
Cygnet Carer Ambassadors now championing the Carer voice



Site-based Carer Leads

Site based Carer Leads are trained staff within each service who champion carer involvement locally. They act as a point of contact for carers, promoting effective communication, ensuring carers' insights are incorporated into care planning and ward rounds, and supporting the delivery of Cygnet's carer engagement initiatives at service level. Carer Leads work alongside Carer Ambassadors and the wider Carers Network to ensure that every service creates a welcoming environment for carers and consistently values their contributions.

96
Site based Carer Leads now driving Carer-informed care



Carers Network

The Cygnet Carers Network is dedicated to supporting unpaid carers across the UK through a schedule of events. In 2025-2026 we hosted 4 events offering opportunities for carers to connect, share stories, access resources, gain practical advice, improving wellbeing and ensuring they feel valued and cared for. We also actively encouraged joint events with local carers and carer centres, strengthening our community connections. The pinnacle of the event schedule was our Cygnet National Carers Event during Carers Week in June 2025 celebrating carers vital contributions to recovery and good care and raising awareness of the challenges carers face on a regular basis.

4
National Carer Network Events held by Cygnet that connected carers together



Triangle of Care

The Triangle of Care is a national initiative, developed by the Carers Trust, promoting collaborative partnerships between service users and their carers and health professionals. It sets out key standards that ensure carers are fully included, informed and supported as equal partners in care delivery. Cygnet began its Triangle of Care journey in 2022 and became the first independent provider where one of its services achieved the prestigious Carers Trust One Star accreditation. We are pleased that now, 27 of our hospitals have this accreditation, with more services on the demanding accreditation journey.

27
Cygnet services awarded the Carers Trust One Star accreditation

Carer Advocacy

Cygnet commissions Black Belt Advocacy to provide carers dedicated access to advocacy support. This innovative service is available to any carer whose loved one is receiving care at Cygnet. We understand that having a family member admitted to hospital can be a stressful and challenging experience and are committed to offering this additional support to ensure carers feel informed, heard and supported during this time. The main themes of calls to this service in 2025-2026 were; support over discharge planning, medication advice, diagnosis knowledge and information on carers assessments.

157
Carers were supported through the Carer Advocacy Support Service



Patient and Carer Race Equality Framework

The Patient and Carer Race Equality Framework is NHS England's anti racism framework requiring providers to work with service users and carers to identify and reduce inequalities in access, experience and outcomes. In 2025-2026 we have reviewed and amended our service user and carer survey questions, developed a dashboard and supported all hospital sites to develop a local Patient and Carer Race Equality Framework action plan.

100%
Proportion of Cygnet Hospital Services with a PCREF action plan in place



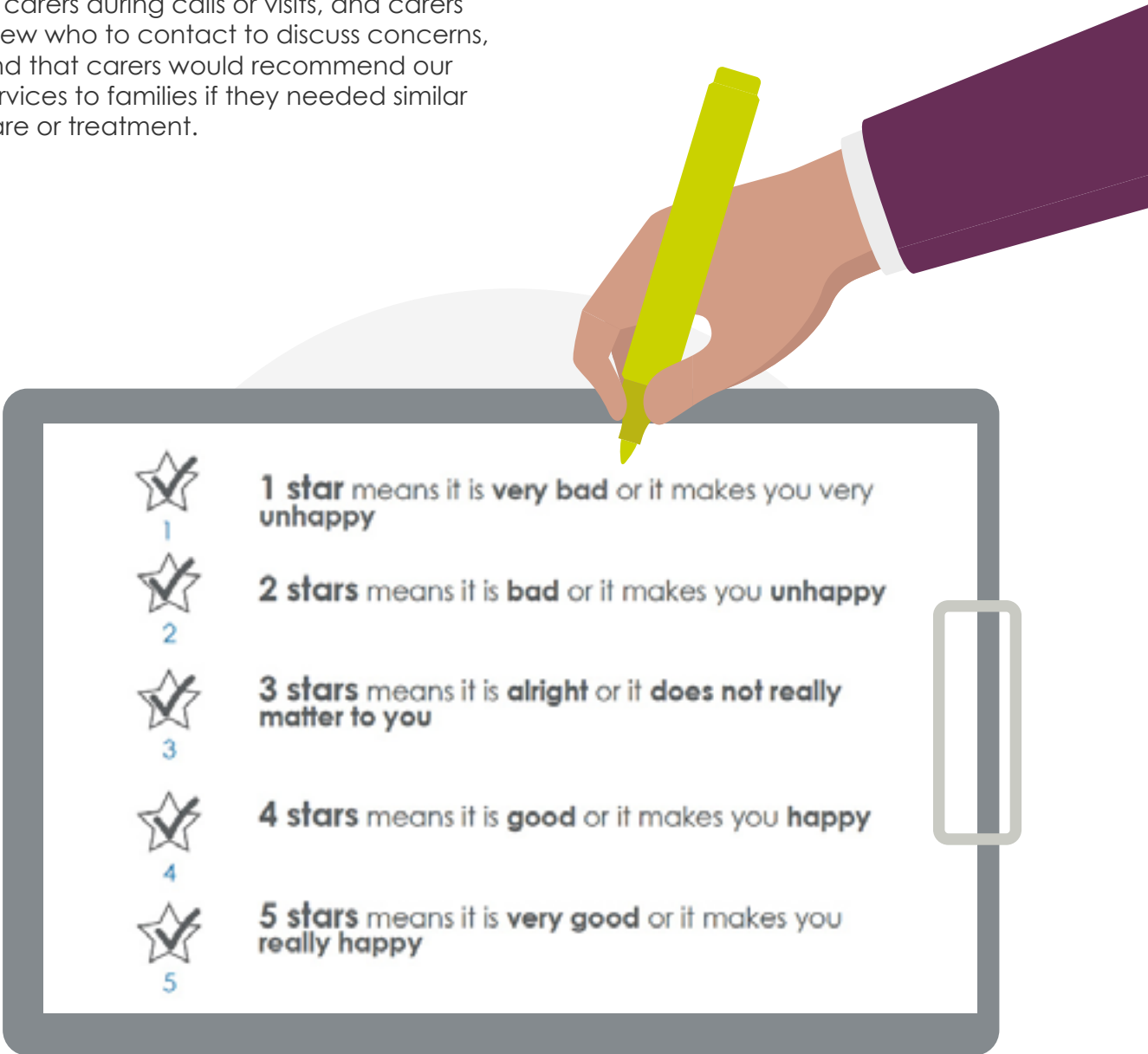
Carer Surveys

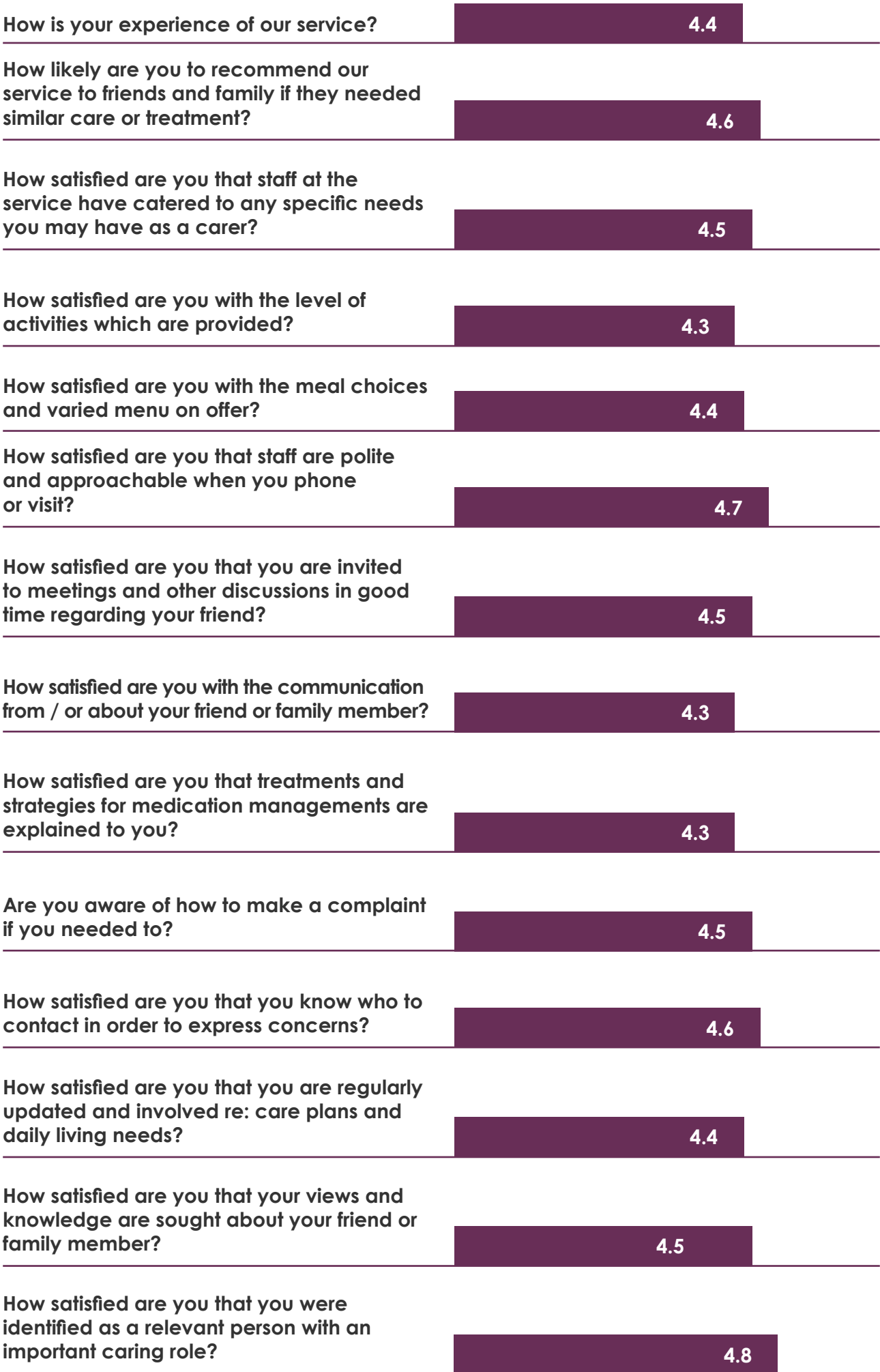
Cygnets uses co designed carer satisfaction surveys to gather meaningful feedback from carers that informs ongoing service improvement. Carers rate each question on a 5-point rating scale, from a score of 1 ('very bad / unhappy') to a score of 5 ('very good / really happy'). In 2025-2026, 682 carers completed our satisfaction surveys.

The average score across all the questions was 4.5 out of 5. Our highest scoring areas demonstrated that staff identified carers on admission, were polite and approachable to carers during calls or visits, and carers knew who to contact to discuss concerns, and that carers would recommend our services to families if they needed similar care or treatment.

682
Number of carers completed our surveys

4.5/5
Average Score across all carer satisfaction survey questions





Complaints & Compliments

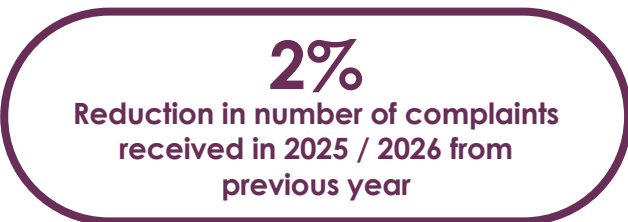
Cygnets has a robust complaints and compliments process in place to ensure that the voices of our service users, carers and other stakeholders are heard, valued, and acted upon. Together, complaints and compliments provide a balanced, person-centred feedback loop which allows us to continuously learn, celebrate strengths, address challenges, and ensure the delivery of safe, high-quality, compassionate care.



Dealing with Complaints & Compliments in 2025-2026

Complaints

Complaints provide vital insight into where care or communication may not have met expectations, helping us identify concerns early, resolve issues quickly, and drive meaningful improvement across services. In 2025-2026 Cygnets improved its processes to endeavour to address most complaints within five working days; Cygnets also updated our website to make providing feedback easier. In 2025-2026 Cygnets received 2186 complaints (a 2% reduction from 2024-2025), of which 696 were formal complaints. After a thorough investigation into each of these formal complaints Cygnets 'Upheld' or 'Partially Upheld', 44% (309) of them and responded accordingly to the complainant.



Compliments

Compliments highlight what is working well, recognise staff efforts, and reinforce positive practice. In 2025-2026 Cygnets received 4370 compliments which is 50% more than the number of complaints we received. Of these 4370 compliments, 1,837 of these came from our service users and the remainder came from visitors, relatives and members of the public.



2



Support & Help More People

Providing the right care, at the right time in settings that best meet individual needs.

Our Services: Health Care

One of the Largest Independent Sector Mental Health Providers in the UK

84 Hospitals
2 Schools



Service Lines :

- > Secure
- > PICU / Acute
- > Mental Health Rehabilitation and Recovery
- > Personality Disorder
- > CAMHS & Schools
- > Eating Disorder
- > Learning Disability
- > Autism Spectrum Disorder
- > Neuropsychiatric / ABI
- > Mental Health and Specialist Deaf Services



2,452 beds in England, Scotland and Wales



7,775 service users supported each year



9,508 caring staff in our Health Care Division



Our Services: Social Care

Expert and highly-dedicated
Social Care team of
3,755 employees



Empower **867** residents
and service users



79 residential,
supported living
and day services



Service Lines:

- > Residential Services
- > Supported Living
- > Day Services
- > Neurological Complex Care
- > Nursing Homes



Our 2025 Landscape

Health Care

Mental health need in the UK is rising rapidly, yet capacity has declined for more than a decade. In response, Cygnet made a bold and decisive commitment to deliver tangible solutions to one of the biggest challenges facing the health system.

As part of a direct and ambitious response to the **escalating** mental health crisis, **Cygnet committed to delivering a £132million, two-year growth programme.**

This transformative investment delivered **seven** new state-of-the-art hospitals, **230** urgently needed beds and over 1,000 jobs, providing specialised, recovery-focused care **closer to home** and cutting waiting times.

We acquired a **21-bed rehab service** and additional real estate for future developments. A further **181 beds** were refurbished, expanding capacity for **1,500** more patients annually.

This programme is about more than growth. It is about leading by example, combining innovation, partnership, sustainability and patient-centred design to set a new standard in trusted mental health provision.

Our ambition was shaped by a stark reality: mental ill health is the UK's largest cause of disability, suicide is a public health emergency, and NHS bed numbers continue to fall.

Against that backdrop, we set out to do something both ambitious and responsible - to rapidly increase capacity while raising the bar for quality, safety and experience.

We set out to create genuinely therapeutic environments, co-designed with patients, the NHS and clinicians, that support recovery and reintegration.



Watch how we're reimagining mental healthcare – one hospital, one home, one recovery at a time.

Continued Expansion

Over a two year period, Cygnet Health Care executed the most significant investment in UK mental health infrastructure in recent history.

Culminating in the opening of three new, purpose-built hospitals, 2025 was a year defined by service excellence, strategic growth and a steadfast commitment to quality care.

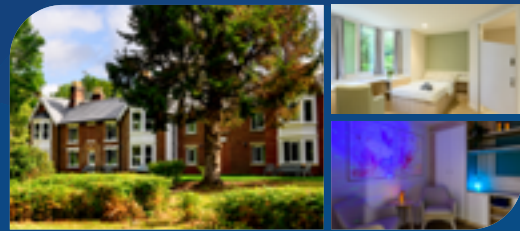
Alongside our new builds, we also acquired **Newton House**, a 21-bed inpatient rehabilitation service for men in Blackpool. We also added further sites to our portfolio for future developments in Greater Manchester, North Wales, and Nottinghamshire.

We are proud to have expanded our footprint to provide specialist inpatient care to even more people across the UK.

At **Cygnet Kenney House**, we collaborated with the NHS to develop a 44-bed specialist service for women in the North West of England. The team opened its doors in April 2025, providing psychiatric intensive care through to mental health rehabilitation and recovery across three wards.



Cygnet Elowen Hospital in Derbyshire offers a safe and secure care pathway tailored for adults with eating disorders and complex personality disorders. The staff team welcomed commissioners, local partners and key dignitaries to a grand opening in July 2025.



Working alongside commissioners, we were also proud to open our 31-bed service in Staffordshire in April 2025. **Cygnet Hospital Kidsgrove** provides a safe and stabilising environment for women experiencing an acute episode of mental illness, as well as those with a personality disorder and other complex needs.



Cygnet Newton House offers both a high support inpatient rehabilitation (level 2) service and community rehabilitation (level 1) service for men. The service is dedicated to providing a high-quality environment for promoting long-term recovery.



Our Value

This programme delivers value at every level of the system.

For **service users and families**, it means faster access to specialist care, fewer long-distance placements, and environments that support dignity and recovery.

For the **NHS**, it delivers high-quality capacity in areas of greatest pressure, supporting service user flow and reducing long-term system costs.

For **communities**, it means regeneration, stable employment, and investment in local economies and supply chains.

For **staff**, these hospitals are centres of excellence, improving morale, reducing reliance on agency staffing and allowing clinicians to focus on care.

And **socially**, our sustainability initiatives align mental healthcare delivery with national environmental goals.

Ultimately, the value created extends from ward to workforce to wider society. Service users receive safe, compassionate, expert care in first-class environments; staff flourish in supportive workplaces; the NHS gains trusted, high-quality capacity; and communities benefit from jobs, growth, and sustainability.

New Hospitals Opened in 2024:



Cygnet Hospital
Sherwood,
Nottinghamshire



Cygnet Hospital
Wolverhampton,
West Midlands



Cygnet Hospital
Oldbury,
West Midlands



Cygnet Paddocks,
Widnes

New Hospitals Opened in 2025:



Cygnet Kenney House,
Oldham



Cygnet Hospital Kidsgrove,
Staffordshire



Cygnet Elowen Hospital,
Derbyshire

Our 2025 openings and acquisitions compliment the four new hospitals which opened in 2024, marking a successful two-year growth project to ensure more people receive the right care, at the right time, closer to home.

Testimonials



"It is like a 5 star hotel"



"The colour scheme is beautiful, it creates a peaceful environment."



"Roan lounge is 'light and airy' with great use of friezes' and feels 'spacious'."



"This is the best hospital I have ever stayed at. Outdoor space is good, it's natural. There's loads of space, I do a lot of pacing. Everyone jokes because it's like a five star hotel. You get your own shower, en-suite, enough storage. I feel safe here."



"I've been admitted to hospital 20 times in different locations and this is the best hospital I have ever been in."





Cygnets Hospital Oldbury

"We have a fantastic environment to work in, I think it makes everyone want to look after it. I love the pictures and decoration, it has to be safe but it can still look nice."

"It has a really spacious feel, it looks homely and robust. Great to have double beds!"



Cygnets Paddocks



Cygnets Hospital Wolverhampton

"It doesn't feel like a hospital, it is very well thought out. Décor and colours is very calming and tranquil."



Cygnets Hospital Sherwood



Cygnets Hospital Oldbury

"The facilities are beautiful. It's a home from home."



Cygnets Paddocks

3



Deliver Service Excellence

To be seen as a provider of choice for the delivery of high quality, evidence-based, specialist care.

Quality

In Cygnet we see Quality as being made up of four interconnected and interdependent components; Quality Compliance, Quality Assurance, Quality Improvement, and Quality Culture each explained in more detail below:

Quality Compliance

Quality compliance focuses on ensuring that Cygnet meets all required regulatory, accreditation, and commissioning standards, while aligning with national best practice. This is achieved through:

- > Regulator and commissioner site reviews
- > Regular reporting and evidence submission
- > Compliance with requirements set by the NHS, statutory bodies, and professional councils

Quality Assurance

Quality assurance ensures that robust, proactive, and preventative systems and processes are in place to maintain safety and reliability across services. This is achieved through:

- > Oversight and reviews conducted by the internal quality team
- > Routine site-level quality and clinical audits
- > Staff competency assessments to maintain standards of practice

Quality Improvement

Quality improvement focuses on the continuous enhancement of service quality, driving innovation and better outcomes. This is achieved through:

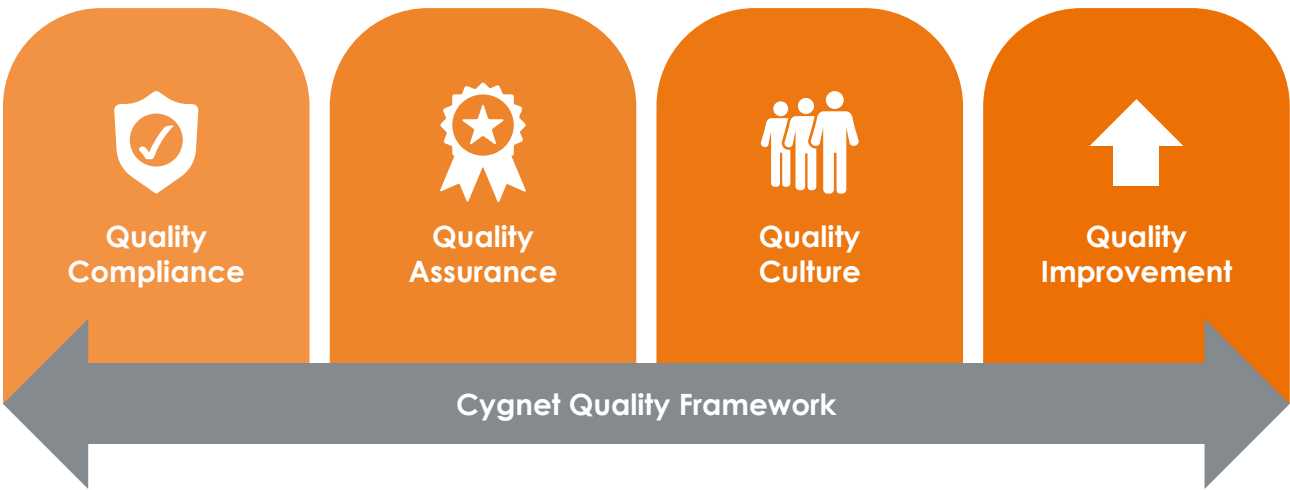
- > Ongoing review and redesign of care pathways
- > Co-production and engagement with service users, carers, families, and EbyE
- > Structured improvement initiatives based on feedback and learning



Quality Culture

Quality culture focuses on ensuring that Cygnet fosters an open, inclusive, and learning-focused environment where quality and safety are embedded in everyday practice. This is achieved through:

- > Promoting a culture of openness, transparency, and psychological safety
- > Encouraging staff, service users, carers, and families to speak up and share feedback
- > Embedding shared values, behaviours, and accountability for quality across all levels of Cygnet



Delivering Quality Compliance in 2025-2026

Across England, Scotland and Wales, Cygnet services are registered and regulated by the national oversight bodies for health, social care and education, which are, for services in England, the Care Quality Commission (CQC) for hospital and social care services and for schools the Office for Standards in Education, Children's Services and Skills (Ofsted).

In Wales our hospitals are regulated by Healthcare Inspectorate Wales (HIW) and our social care services by Care Inspectorate Wales (CIW). In Scotland our hospitals are regulated by Healthcare Improvement Scotland (HIS) and our social care services by the Care Inspectorate (CI).

Below are the details of all inspections during 2025-2026 and ratings for all our regulated services as of 31st March 2026. It is important to note that regulators across the three nations where Cygnet has services do not use the same ratings structure. To ensure clarity and transparency, we have therefore presented the information for each regulator in the format they use.



Wales



Health Inspectorate Wales

We have 2 hospital services registered with Health Inspectorate Wales, and 1 was inspected in 2025-2026. Health Inspectorate Wales does not provide an overall rating, but issues 'Immediate Noncompliance Notices' when deficits in standards are identified. Current findings for all Cygnet services registered with this regulator is in the table below.



March 31st 2026 Ratings of all Cygnet Services Regulated by Health Inspectorate Wales

Number of sites regulated by Health Inspectorate Wales	Number of sites with Immediate Noncompliance Issues Identified
2	0

Care Inspectorate Wales

We have 3 social care services registered with Care Inspectorate Wales, none were inspected in 2025/2026 and 2 services have yet to be inspected. Care Inspectorate Wales does not provide an overall rating but issues 'Priority Action Notices' when deficits in standards are identified. Current findings for all Cygnet services registered with this regulator is in the table below.



March 31st 2026 Ratings of Cygnet Services Regulated by Care Inspectorate Wales

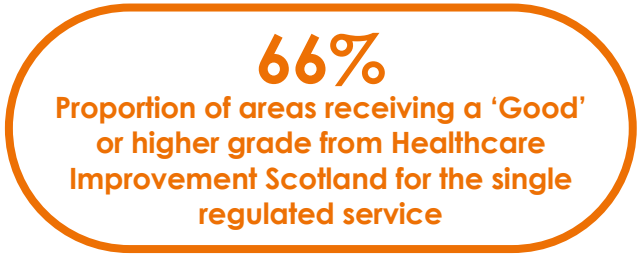
Number of sites regulated by Care Inspectorate Wales	Number of sites with Priority Action Notices	Number of sites not yet inspected
3	0	0

Scotland



Healthcare Improvement Scotland

We have 1 hospital service registered with Healthcare Improvement Scotland, which was not inspected in 2025-2026. Healthcare Improvement Scotland does not provide an overall rating but provides one of four grades (Exceptional, Good, Satisfactory, and Unsatisfactory) in 3 areas. Current ratings all Cygnet services registered with this regulator is in the table below.



March 31 st 2026 Ratings of Cygnet Services Regulated by Healthcare Improvement Scotland			
Number of sites regulated by Healthcare Improvement Scotland	Area: Direction	Area: Implementation & Delivery	Area: Results
1	Good	Good	Satisfactory

Care Inspectorate

We have 4 social care services registered with the Care Inspectorate. All 4 services were inspected in 2025-2026. Care Inspectorate does not provide an overall rating but asks 5 questions and provides a specific grade (Excellent, Very Good, Good, Adequate, Weak, and Unsatisfactory) for each, although not all areas are assessed on every inspection. Current ratings for Cygnet services registered with this regulator is in the table below.



Ratings of Cygnet Services Regulated by Care Inspectorate as of 31.03.2026	How well do we support people's wellbeing?	How good is our leadership?	Area: How good is our Staff team?	How good is our setting?	How well is care and support planned?
Service 1	Very Good	Not Assessed	Not Assessed	Very Good	Not Assessed
Service 2	Excellent	Not Assessed	Not Assessed	Very Good	Excellent
Service 3	Good	Not Assessed	Not Assessed	Good	Not Assessed
Service 4	Very Good	Not Assessed	Very Good	Not Assessed	Not Assessed



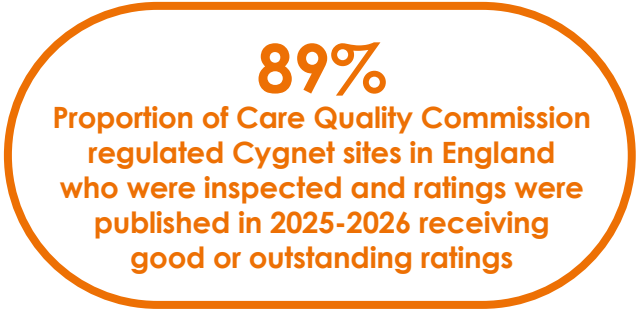
England



Care Quality Commission

We have 140 services registered with the Care Quality Commission which has 4 ratings (Outstanding, Good, Requires Improvement, and Inadequate). Due to capacity issues sometimes services are not inspected for many years by this regulator.

In 2025-2026, 36 services were inspected. 27 of these 36 services had the rating published by the time of this report and 24 of these 27 (89%) services were Good or Outstanding an increase from 82% in 2024-2025. Current historical and current ratings of all Cygnet services registered and inspected with this regulator is in the table below.



Rating	Proportion of Services Inspected prior to April 1st 2025 with this Rating	Proportion of Services Inspected in 2025-2026 with this Rating
Outstanding	5%	4%
Good	77%	85%
Requires Improvement	18%	11%
Inadequate	0%	0%

Office for Standards in Education, Children's Services and Skills

All Cygnet CAMHS services have a specialist school on site registered with the Office for Standards in Education, Children's Services and Skills (Ofsted). These schools support young people to maintain or re-engage with education, training, or employment through personalised pathways tailored to individual goals, needs, length of stay, and exam plans. A flexible curriculum accommodates fluctuations in mental health, with focused activities used during acute periods to rebuild readiness for learning. Each school is staffed by a Head Teacher, specialist subject teachers, an Exams and Education Officer, a Designated Safeguarding Lead, a designated teacher for Children Looked After and they offer GCSEs, A Levels, and a range of accredited pathways including Functional Skills, Arts Awards, King's Trust, and AQA Unit Awards.

We have 2 services registered with Ofsted, none of these services were inspected in 2025-2026. Ofsted does not now provide an overall rating but did historically (Outstanding, Good, and Requires Improvement) across 6 areas. Current ratings of Cygnet services registered with this regulator is in the table below.



Ratings of Cygnet Services Regulated by Ofsted as of 31.03.2026	Quality of Education	Behaviour and attitudes	Personal Development	Leadership and management	Sixth Form provision	Does the school meet the independent school standards 2
School 1	Good	Good	Good	Good	Good	Yes
School 2	Outstanding	Outstanding	Outstanding	Outstanding	Outstanding	Yes



Delivering Quality Assurance in 2025-2026

Cygnets internal Quality Assurance Team plays a central role in maintaining high standards of care, safety, and regulatory compliance across the organisation.

The site visits they undertake ensures that each service operates in line with their respective regulator's requirements, best practice and commissioner expectations.

The team undertake scheduled and unscheduled quality audits and thematic reviews to identify strengths and areas for improvement across services. In 2025/2026 the Quality Assurance Team undertook 1160 site level quality audits: 550 audits in healthcare services and 610 audits in social care services.

To ensure our internal mechanisms provide the required level of quality assurance, we benchmark internal audit outcomes against external audits. On average, ratings align 80% of the time. While we continue to strive for further improvement, this level of alignment reflects the nature of audits as point-in-time assessments and acknowledges an inherent degree of subjectivity.



Delivering Quality Improvement in 2025-2026

Quality Improvement underpins our commitment to innovative, evidence based, person-centred care. In 2025-2026, we embedded quality improvement as 'business as usual' across our services, strengthening a culture of continuous improvement. By working inclusively with both Service Users and Staff, Cygnets ensures improvements are meaningful, responsive to real needs, and enhance the lived experience of care.



In 2025-2026 21 Quality Improvement projects were completed in areas such as patient safety, reducing restrictive practices, activities, engagement, communication initiatives, staff wellbeing, equality and diversity, environmental sustainability, digital and physical Health.

In 2025-2026 Cygnets participated in NHS England's Culture of Care Programme. This programme is a national quality improvement initiative designed to strengthen compassionate, inclusive and psychologically safe cultures recognising that high quality patient care depends on staff feeling valued, supported and listened to. The programme supported Cygnets to embed evidence informed approaches, learn from staff and patient experiences, and align culture, safety and quality, with the aim of improving outcomes for patients, Staff experience and organisational performance. This programme and its impact is currently being evaluated.

Delivering Quality Culture in 2025-2026

At Cygnet, our commitment to high quality care is unwavering. We operate within robust quality governance processes that not only safeguards the quality, safety, and sustainability of our services, but also keeps our service users at the centre of every decision we make.

Our approach is rooted in transparency, accountability, and inclusion, principles that guide how we lead, how we listen, and how we continually improve outcomes and quality of care.

We empower our teams to deliver outstanding care and uphold the highest standards of fairness, responsibility, and integrity.

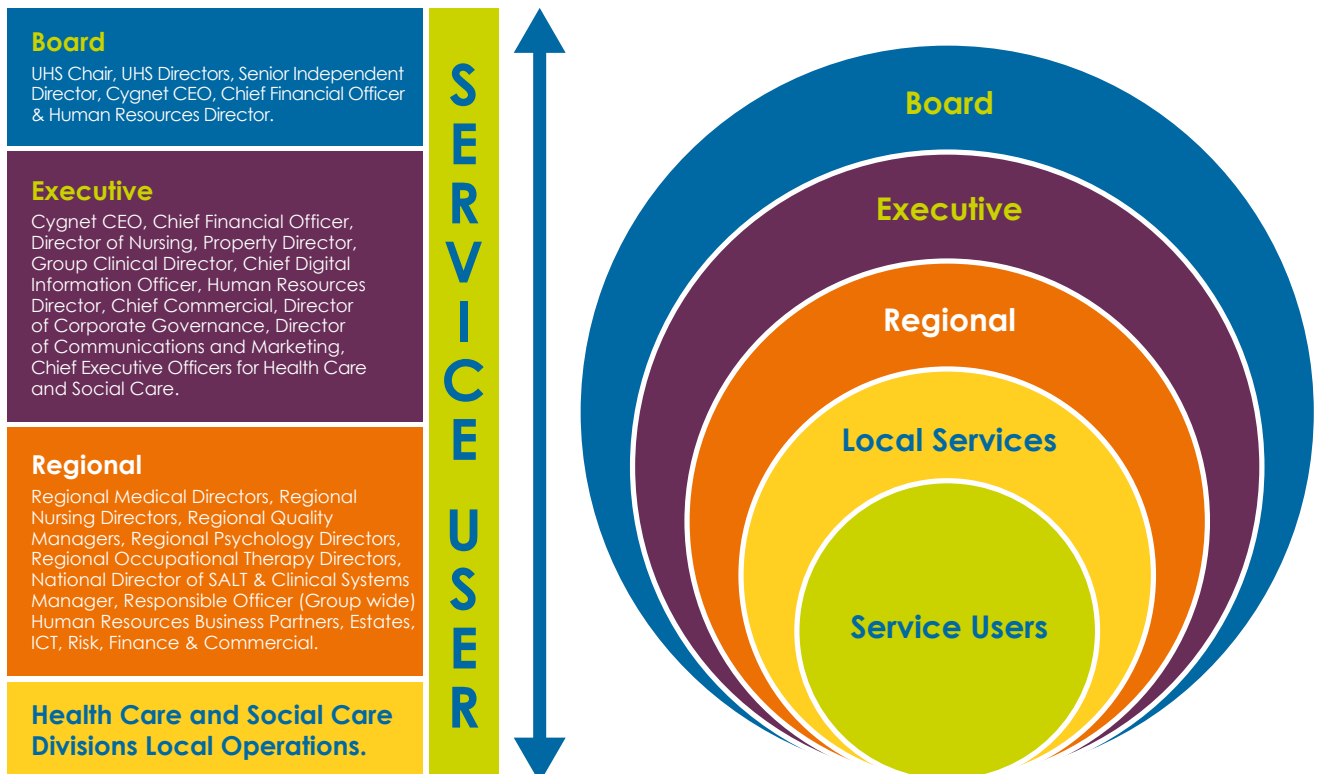
Through a 'Ward to Board' oversight structure we create an environment where Staff can thrive, services can innovate, and those in our care can receive high quality care, and meaningful, life changing outcomes.

Our Group Director of Nursing and Quality is responsible for Nursing, Risk, Safety, Safeguarding, Use of Force, and Quality and our Executive Management Board is accountable for the quality of care delivered within services across England, Wales and Scotland.

The Board's four sub-committees meet quarterly to provide governance oversight. One of these sub-committees is the Quality, Risk and Safety Committee with a focus on quality.

The Executive Management Board is supported by an Advisory Board, which consists of five members, each of whom are independent and hold non-executive positions. The Advisory Board is Chaired by Cygnet's Senior Independent Director, Professor the Lord Patel of Bradford OBE, who is joined by Baroness Clare Gerada DBE, Mark Stephens CBE, Ian Brokenshire and Sian Jarvis CB.

They offer expertise and senior experience in Mental Health and Social Care, National and International health policy, safeguarding, human rights law and regulation. The Advisory Board's four sub-committees, which meet quarterly, provide independent assurance regarding the quality-of-service delivery.



Patient Safety

Within Cygnet we view patient safety reporting, lessons learned, and mortality reviews within a system approach, where each element is connected and informs the others. Reporting incidents and near misses provides vital data to identify risks across services, which is then analysed to generate meaningful organisational learning. These insights are shared widely to drive consistent improvements in care. Mortality reviews

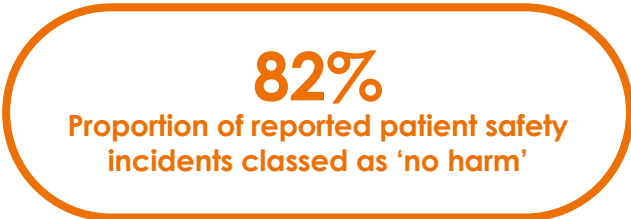
form a critical part of this system, offering deeper reflection on patient outcomes and highlighting opportunities for improvement. Together, these processes create a continuous feedback loop that strengthens quality, supports a culture of openness and accountability, and ensures Cygnet delivers safe, learning-driven care for our Service Users.

Delivering Patient Safety in 2025-2026

Patient Safety Incidents

Patient safety data is captured through our systems such as 'Datix'. Each incident is reviewed and themed. If necessary, these reviews can generate safety notices for single services or can be cascaded to all services as learning actions.

In 2025-2026 we had an increase in patient safety incidents reported and an increase in the proportion of these reported incidents which resulted in 'no harm'. This increase in no harm reporting is the hallmark of a transparent, active and effective safety response.



	2024-2025	2025-2026
Number of Patient Safety Incidents Reported	101,300	116,521
Patient Safety Incidents Reported per 1,000 occupied bed days	109.7	123.6
Percentage of Patient Safety Incidents which are no harm incidents	78%	82%

Mortality Surveillance

Cygnnet acknowledges that every death, whether expected or unexpected, is a significant and sad event, representing a loss for family, friends, and those involved in the individual's care. In healthcare, deaths in care are commonly classified into two recognised categories: an expected death, where the service user's death was anticipated as part of a known clinical condition or disease progression, and an unexpected death, where the service user's death was not anticipated. This distinction is important as it informs care reviews, ensures compliance with legal and regulatory reporting requirements, and helps guide appropriate bereavement support for families and carers.

During 2025-2026 there were 61 expected and unexpected deaths across all Cygnnet services. 74% of these deaths were expected. The number of deaths in 2025-2026 was higher than the 45 reported in the previous year. A review has shown that this increase is attributable to an increase in expected deaths in our social care services, reflecting physical health complications related to older persons and end-of-life support. All investigations into deaths are subject to the learning from patient safety events process.

Learning from Patient Safety Events

Learning from deaths and patient safety events remains a core component of Cygnnet's commitment to delivering safe, high quality care. By systematically reviewing deaths, incidents and near misses we strengthen our understanding of what works well and where improvements are needed. For Cygnnet, embedding learning from patient safety events into practice is essential to preventing avoidable harm and improving care outcomes. By learning from both successes and challenges, Cygnnet strengthens governance, enhances transparency, and ensures safer outcomes for our service users.

In 2025-2026 Cygnnet completely redesigned our learning from patient safety events processes to align with the Patient Safety Incident Response Framework. This has now been embedded and is producing effective and auditable learning outcomes and includes:

- > Systemic investigation process embedded
- > Patient Safety Incident Response Framework training across Cygnnet

- > After Action Review process embedded in local services with site level action plans and national escalation pathway
- > Lessons Learnt Register with annual review process
- > Regular Lessons Learnt Group with escalation to Cygnnet Board via the Quality and Safety Committee
- > Urgent safety notice dissemination

In 2025-2026 the changes made through the learning from patient safety events process includes:

- > Improved physical health monitoring and improved clinical escalation pathways
- > Improved emergency scenario training
- > Improvement in documentation practices
- > New observations policy
- > Model of care reviews
- > Changes to the environment

Prevention of Future Deaths Notices

A Prevention of Future Deaths notice is a formal report issued by a coroner in England and Wales after an inquest, when they believe that urgent action is required from services to prevent similar deaths happening again.

In 2025-2026 Cygnet participated in 27 inquests, of which in 20 of these we were an interested party and 7 in which Cygnet were not an interested party. None of these inquests resulted in a Prevention of Future Deaths notice being issued to Cygnet.

Cygnet monitors Prevention of Future Deaths notices issued to similar services as it enables proactive identification and mitigation of risks.

0
Prevention of Future Deaths notices issued to Cygnet in 2025-2026

National Clinical Audits

Cygnet routinely undertakes internal audits and, where appropriate, participates in national clinical audits. These audits provide a systematic way to measure care against national standards, identify variation and gaps in practice, and drive continuous quality improvement that enhances patient safety and outcomes. Participation supports strong clinical governance by supplying robust data for oversight and decision-making, helps meet CQC and commissioner expectations by demonstrating compliance and transparency, and enables benchmarking against peers to understand performance and highlight excellence.

In 2025-2026, the national clinical audit on the use of medicines with anticholinergic properties in older people's mental health services was reviewed and considered not applicable to the scope of services provided by Cygnet Group Services. Routine internal clinical audit results are in the table below; we will continue to drive for improvement in discharge notification audits.

In addition, it strengthens and informs service development and innovation and engages clinical teams in evidence-based practice ensuring services remain aligned with best practice and deliver consistent high-quality care.



Audit Type	Compliance on 31/03/2026
Discharge notification sent to local care team within 24 hours audit	85.5%
Discharge summary sent to local care team within 2-week audit	99.2%
Medication prescribing meets all required standards audit	99.1%
Medication administration meets all required standards audit	99.4%
Controlled drug stock is reconciled audit	100%



Cygnets Hospital Wolverhampton, West Midlands



Cygnets Hospital Sherwood, Nottinghamshire



Long Eaton Day Services, Nottinghamshire



Cygnets Hospital Bierley, Bradford



Cygnets Churchill, London



Cygnets Hospital Oldbury, West Midlands



Cygnets Paddocks, Widnes



Cygnets Elowen Hospital, Derbyshire



Gables, Essex

4



Value & Develop our Staff

To recruit and retain talented people who exemplify our values and feel proud to work in a culture that promotes excellence, delivers person-centred care and provides opportunities for everyone to be their best.

Valuing, Listening and Supporting our Staff

Cygnets ability to deliver safe, compassionate and effective care is directly shaped by the skills, professionalism and wellbeing of our over 13,000 staff.

When our clinical teams are well trained, confident and appropriately supported, they are better equipped to build strong therapeutic relationships, make sound clinical decisions and respond effectively to the complex needs of the people in our care.

Our non-clinical staff in administration, estates and facilities, health and safety, IT, head office, commercial, finance, human resources, communications, training and other support teams ensure services run smoothly, safely and efficiently. Their contribution underpins the infrastructure and culture that enable high-quality care.

Investing in our workforce is essential to maintaining high standards, reducing variability and creating consistently positive outcomes.

Quality Indicators Related to Staff in 2025-2026

Cygnets uses low staff turnover and low agency staff use as quality indicators. These indicators support continuity of care, meaning service users are cared for by familiar staff who understand their individual needs, risks, and preferences, helping to build trust and therapeutic relationships. When staff remain in post longer, they develop greater experience

and improve clinical skills, enabling them to manage complex situations more safely and deliver higher standards of care. Low staff turnover also reduces reliance on agency staff, which improves consistency and safety because permanent staff are more familiar with patients, systems, and the environment.

19%

Reduction in staff turnover in 2025-2026 from 2024-2025

14%

Reduction in agency use in 2025-2026 from 2024-2025

	2024-2025	2025-2026	Reduction
Staff turnover	21%	17%	19%
Agency staff usage	7.3%	6.3%	14%

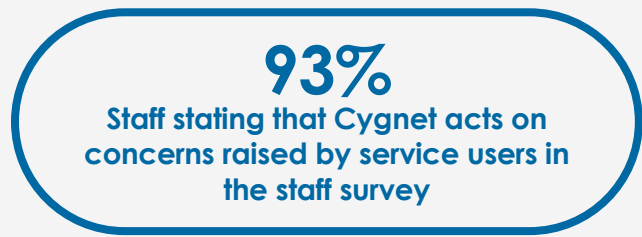
Listening and Learning from our Staff in 2025-2026

Staff Surveys

Cygnets staff survey is important for quality of care as it helps us understand the experiences, concerns, and suggestions of colleagues. It identifies issues like workload pressures, staffing levels, communication challenges, and training needs, which impact care.

Acting on feedback promotes openness, continuous learning, improves the working environment and delivers safer, more compassionate care.

The response rate from our circa 13,000 full time equivalent staff was 79%. There are many questions in the survey therefore only the ones relevant to quality issues are listed below with the corresponding percentile response.



Cygnets acts on concerns raised by service users **93%**



Care of service users is Cygnets's top priority **91%**

They are **encouraged to report errors, near misses or incidents 94%**



They would **report a concern about malpractice 96%**



They had **access to training that enabled them to deliver better care 91%**



They **valued learning 85%**

Their **manager takes an interest in their health and wellbeing 84%**



They could access **support to help with job pressure 83%**



Feel **trusted to work independently 93%**



They would **be happy for a friend / relative to be cared for by Cygnets 85%**

Staff Relations Groups

Staff Relations Groups are formally recognised bodies representing colleagues' views within each service. Across Cygnet, they contribute to local improvements and inform management decisions affecting staff. Each service is required to have a Staff Relations Group to ensure colleagues are represented.

To maintain independence, groups are made up of peers who are not part of the site or service leadership team, enabling an accurate reflection of wider staff perspectives.

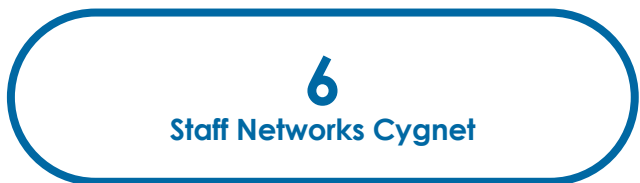
There are currently 169 staff representatives across the organisation and an annual National Staff Relations Meeting, attended by Board members, provides a forum to share insights and discuss key issues.



Staff Networks

Cygnet's staff networks play a key role in fostering an inclusive, supportive, and values-driven culture. In 2025–2026, they provided safe spaces for colleagues, promoted health and wellbeing, and supported meaningful change through awareness, education, and community engagement.

Cygnet has 6 staff networks in place which are; Cygnet Women's Network, Cygnet Men's Health Network, Cygnet Multicultural Network, Cygnet Disability Network, Cygnet LGBTQ+ Network and Cygnet Staff Carers Network.



Supporting our Staff in 2025-2026

Working in care is challenging, and we understand the emotional demands placed on our Staff can influence the quality of care. By prioritising wellbeing, psychological safety and a strong speaking-up culture through initiatives we ensure our staff feel supported, valued and confident to raise concerns.

This leads to safer services, better teamwork, improved morale and a positive experience for service users, carers and families.



Freedom to Speak Up

At Cygnets, speaking up is recognised as a positive and essential part of maintaining a safe and open culture. We are committed to ensuring that every staff member is enabled to raise concerns.

To embed this culture, we have established a network of 186 'Freedom to Speak Up Ambassadors' across our services, have an anonymous concerns process in place and remind staff of the importance of speaking up at induction and through refresher training. In 2025-26 we dealt with 119 issues raised through our central freedom to speak up process.

186
Freedom to Speak Up Ambassadors
in Cygnets



Trauma Risk Management

We support our staff during difficult times through Trauma Risk Management (TRiM), a peer-support model designed to assist colleagues who have experienced a traumatic or potentially traumatic incident at work.

Our 24 TRiM practitioners are Cygnets staff who receive specialist training to help them understand how trauma can impact individuals. They offer early support in the immediate aftermath of an event and continue to provide follow-up support for around a month after. In 2025-2026 TRiM support was provided to over 70 colleagues.

24
Trauma Risk Management Trained staff
in Cygnets



MHFA England

Mental Health First Aiders

At Cygnets, we recognise that supporting the mental health and wellbeing of our staff is just as essential as the care we provide to our service users. To strengthen this commitment, we have invested in training Mental Health First Aiders and now have 142 colleagues trained.

While this training does not prepare individuals to act as therapists, it equips them with the skills to recognise when someone may be experiencing distress, listen with empathy, and offer reassurance and signpost colleagues to appropriate support.

142
Mental Health First Aiders in Cygnets

Developing our Staff

At Cygnet we train and continuously develop our staff to ensure they have the skills, confidence and knowledge to deliver safe, effective high quality and person-centred care. Investing in regular learning strengthens capability, reduces variation in practice and supports compliance with regulatory standards.

Ongoing development, through our apprenticeships, masterclasses, specialist programmes and leadership pathways enables our staff to feel prepared for the challenges of their roles and enables more consistent, compassionate care. Strong development opportunities also support recruitment and retention and offer staff clear career progression routes.

Training our Staff in 2025-2026



In 2025-2026, **255,368 learning courses** were attended by our staff, **193,742 E-learning courses** and **61,626 live training courses**.

To support learning by lived experience over **65% of our staff have attended learning disability and autism workshops**.



In 2025-2026 we developed new training programmes in **Equality & Diversity, Trauma-Informed Care, Information Governance, Investigation Training and Carer Awareness** and improved our learning programmes for **safeguarding, falls management, observation & engagement, choking and dysphagia and physiological observations**.



In 2025-2026 **15 Cygnet staff qualified as trainers in Relational Approaches: Understanding Complex Emotional Needs**. This programme is embedding psychologically informed approaches across services and improving care for individuals with complex needs.



12,567 staff completed our Patient Safety Incident Response Framework training ensuring they respond effectively to incidents and embed a culture of learning and safety.



5,371 staff completed our new Eating, Drinking and Swallowing Competency Framework training ensuring improving care for service users with complex physical health needs.



Developing our Staff in 2025-2026

Specialist Training

Specialist training in Cygnet is essential because it ensures staff are skilled and confident which directly leads to safer environments, higher-quality care, and better outcomes for the people they support. Specialist training also helps staff understand specific conditions in depth and tailor care plans to individual needs and helps staff develop the clinical and leadership skills to progress their professional careers within Cygnet.

A variety of specialist training was accessed by staff in 2025-2026 including Eye Movement Desensitization & Reprocessing, Autism Diagnostic Observation Schedule, Autism Diagnostic Interview-Revised, Dialectical Behaviour Therapy, Cognitive Behaviour Therapy, Maudsley Model of Anorexia Nervosa Treatment for Adults, Case Formulation, Goal Setting, and Group Therapy Skills.



Masterclasses

Cygnet's Masterclasses remain a central element of our blended learning approach, combining traditional teaching methods with the use of current and emerging technologies to enhance accessibility and engagement.

By integrating digital platforms and interactive content, masterclasses allow learners to access high-quality specialist training at a pace and time that suits their personal circumstances, without compromising educational standards.

Masterclasses delivered in 2025-2026 include; exploring culture and cross/ intercultural communication, resuscitation simulation facilitation, co-production and power sharing with lived experience, understanding the carer's perspective, aphasia, and augmentative and alternative communication.



Apprenticeships

Cygnet recognises that apprenticeships play a vital role in building a skilled, sustainable and diverse workforce for the future. Our apprenticeship programmes create meaningful career pathways that support both individual development and service quality and by investing in apprenticeships we are strengthening our workforce pipeline, improving retention and enabling colleagues to develop new skills while delivering high-quality care. The impact of our apprenticeships includes widening access to employment, supporting social mobility, and enhancing service user outcomes through a confident, well-trained and engaged workforce. Over the last three years we have seen 496 apprenticeships completed including 42 newly qualified nurses to address national profession shortages.

In 2025-2026 Cygnet delivered:

150
New apprenticeship sign-ups

350
Staff undertaking an apprenticeship programme

250
Colleagues starting our World Class Manager Programme

250
Completing Team Leading and Management Apprenticeships

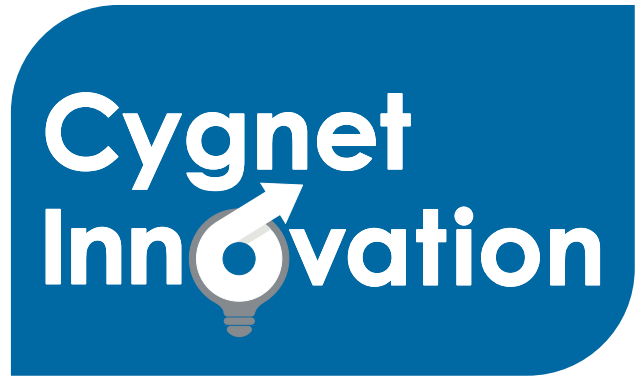


Innovation for the Future

Showcase innovation and vision. Harness technology. Deliver our sustainability targets. Be a force for good in the communities we serve.

Cygnnet Innovation

Innovation is essential to Cygnnet because it enables us to deliver safer, higher-quality care while remaining efficient and responsive to changing healthcare and national needs. By embracing new approaches, we continuously improve service user outcomes, ensure services remain effective and evidence based, and help protect the environment.



Delivering Innovation in 2025-2026

Digital Programme Management Office

2025 saw the creation of Cygnnet's Digital Programme Management Office. This team ensures the smooth delivery of digital solutions that improve efficiency, reduce complexity, and free up colleagues to focus on delivering excellent care and service. The Programme Management Office supports services with:

- > **Strategic Oversight:** Aligning projects with business priorities to maximise impact
- > **Collaboration:** Bringing teams together to share knowledge and drive innovation
- > **Governance and Structure:** Providing the right frameworks to keep projects on track

Electronic Patient Record System

After undertaking a systematic analysis of our current system, we are currently exploring a new Electronic Patient Record system. Whilst this is being procured, we continue to improve our existing systems.

Electronic Prescribing & Medicines Administration System

In 2025, after extensive piloting, we began to roll out our new Electronic Prescribing and Medicines Administration system. This system offers numerous benefits, including improved patient safety, reduced medication errors, increased efficiency, and better access to information, ultimately leading to better patient care alongside efficiencies. This system will be in use in all our hospital sites by the end of 2026.

Data Quality and Cyber Security

Protecting information and ensuring the accuracy, availability, and security of data remains a core priority for Cygnet. We continue to embed strong data protection and cyber security practices across the organisation, recognising their importance to patient safety, service quality, and regulatory compliance. As part of our NHS contractual obligations, we complete the Data Security and Protection Toolkit annually and continue to achieve a 'Standards Exceeded' outcome, supported by independent assurance through Cyber Essentials Plus certification. These assessments provide confidence that our technical controls, governance arrangements, and staff practices meet and exceed national expectations for handling sensitive health and personal data.

Over the past year, our focus has shifted from planning to embedding sustainable, organisation wide improvements. Our digital records programme, which will ultimately remove reliance on paper clinical records, remains a key part of this ambition. While progress on large scale scanning activity was deliberately slowed during a period of operational under occupancy in late 2025 to ensure resources were prioritised appropriately, the programme is now back underway. Crucially, this work is being delivered alongside strengthened information governance controls to ensure scanned records are accurate, secure, and accessible to those who need them, without compromising confidentiality or care delivery.

We are also actively strengthening the foundations that support secure and high quality data use across the organisation. This includes ongoing investment in cyber resilience, improvements to identity and access control, clearer ownership of information assets, and tighter assurance over third party suppliers who process data on our behalf. Policies, standards, and staff guidance continue to be reviewed and refreshed to reflect changes in technology, legislation, and the evolving cyber threat landscape. Together, these measures support safe clinical care, enable responsible digital innovation, and ensure that information remains a trusted asset for both staff and service users.



Sustainability

In Cygnet we recognise sustainability is increasingly a practical necessity as well as an ethical one. For Cygnet, sustainability matters because it supports responsible resource use, reduces carbon footprint, and ensures the organisation can continue operating efficiently in a future with increasing climate related constraints.

50+
Solar panels installed at sites to reduce the reliance on fossil fuels

In 2025 / 2026 Cygnet progressed several environmental sustainability initiatives including:

- > Solar Panels installed at more than 50 sites
- > Battery Storage installed to utilise power provided by solar panels
- > Electric Vehicles & Chargers installed at several sites
- > Setting contractors 'First time fix' targets to reduce the number of return visits required
- > Contractors encouraged to use advanced software enabling remote diagnosis, reducing the requirement to travel to sites
- > Light upgraded to LED where possible
- > Voltage optimisation device installed to monitor and stabilise incoming power and reduce energy consumption
- > Improvements made to Asset & Condition data allowing us to pro-actively and effectively modernise equipment



Research

Cygnet recognises that participation in research plays a vital role in strengthening the quality and safety of care across our health and social care settings. For Cygnet, embedding research into practice ensures that services remain aligned with the latest evidence, encourages innovation, and supports the continual refinement of clinical approaches. We also understand that participating in research strengthens professional development and enhances service user experience. Engagement in research exposes clinicians to new ideas and emerging evidence, improving clinical decision-making and maintaining high standards of practice. Service users, in turn, often receive more attentive care, greater involvement, and access to new models of treatment, contributing to better experiences and outcomes.

For Cygnet, research involvement not only demonstrates a commitment to excellence and improvement but also ensures that the organisation contributes to national and professional learning.

Cygnet retains a Research & Development Lead with a dedicated Research Assistant. We host a multi-professional Research Group with active service user participation. In 2025-2026 this group received 35 new research proposals, has developed new researcher resources and has published the first edition of the Research and Development Newsletter.

23
Number of research articles published or conference presentations given 2025 / 2026

In 2025-2026 Cygnet sponsored the research that led to the publication of 23 articles / conference presentations as listed below:

Published Research in 2025-2026

- > Caltagirone, F., De Lange, E. F., Antonysamy, A., & Settura, G. (2025). Reflective practice for Staff in psychiatric inpatient settings. *Reflective Practice*, 1–12. <https://doi.org/10.1080/14623943.2025.2521100>
- > Herrmann, E., Johns, H., Giles, E.M. et al. To predict the prognosis of adolescents with anorexia nervosa leaving inpatient treatment: the development and initial evaluation of a novel tool to be used by a multi-disciplinary team. *Eat Weight Disord* 30, 22 (2025). <https://doi.org/10.1007/s40519-025-01731-6>
- > Howlett, P., Sudera, T.L.R., et al (2025) Exploring OCD severity in treatment-seeking veterans: a cross-sectional comparison between post-traumatic stress disorder (PTSD) and complex-PTSD (C-PTSD). *BMC Psychology* 13:422
- > Rangith G, Antonysamy A. Audit of Local Clinical Governance in London & South Region – 2025. *BJPsych Open*. 2025 Jun 20;11(Suppl1):S270–1. doi: 10.1192/bjo.2025.10660. PMID: PMC12260662
- > Madu, C. (2025). A Closed Loop Audit of DEXA Scan Compliance in a Tier 4 Specialist Eating Disorder Unit. *BJPsych Open*, 11(S1), S254-S255.
- > Fredericks, T., Lammila-Escalera, E., Cafferty, C., Metcalfe, K., Prinn, S. L., Voakes, N., ... & Wisniewski, V. (2025). Reducing challenging behaviours with sensory modulation strategies: a quality improvement project in an acute mental health service. *Journal of Psychiatric Intensive Care*.
- > Misra A, Malik O, Sheridan L, Tracy D. Triangle of Care Standards Incorporation and Audit Implementation to Optimise Carer Involvement and Support Services Across Psychiatric Rehabilitation and Acute Wards at Cygnet Churchill Hospital London. *BJPsych Open*. 2025;11(S1):S258-S258. doi:10.1192/bjo.2025.10635
- > Misra A, Malik O, Gurung Y. Simulation OSEs (Observed Structured Educational Stations) to Develop Inter-Professional Education (IPE) and Collaborative Working (CW) in Healthcare at Cygnet Churchill Hospital London, UK. *BJPsych Open*. 2025;11(S1):S90-S90
- > Malik O, Misra A. Co-Production of Care Plans to Improve Safety on High-Dependency Rehabilitation Psychiatric Wards. *BJPsych Open*. 2025;11(S1):S144-S144. doi:10.1192/bjo.2025.10391
- > Dave, S., van Niekerk, J., Pirie, P., & O'Reilly, J. (2025). Relational psychiatry and suicidal states: reclaiming hope in everyday clinical practice. *BJPsych International*, 1-3.
- > Barker, N., Smith, J., & Hahn, E. (2026). Activity PRN: Establishing meaningful occupation as and when required across acute inpatient mental health and psychiatric intensive care units. *British Journal of Occupational Therapy*, 89(1), 28-35

Conference Presentations in 2025-2026

- > Duvhira, L., & Harrison, C (RCOT Show (November 2025)) "Use of sensory ladders as an intervention when working in Personality Disorder services."
- > Madu, C.I. & Mistry, A. (Royal college of Psychiatrist's International Congress (2025)) "A closed-loop audit of DEXA scan compliance in a tier 4 specialist eating disorders unit"
- > Gibbs, R., & Harrison, B. (Division of Forensic Psychology conference (July 2025)). "Exploring Staff Barriers for Raising Safeguarding Concerns in a High Support Inpatient Rehabilitation Learning Disability Service: A Thematic Analysis"
- > Harrison, B., & Day, B. (Division of Forensic Psychology conference (July 2025)). "Establishing a new Service on Relational Practice Principles and Enabling Environment Values: a Service Evaluation "
- > Horton, K., O'Sullivan, M., & Jotangia, A: (BPS Forensic Conference (July 2025)): "Multi-disciplinary team decision making processes behind section 17 leave within a secure forensic mental health hospital."
- > Dr Rishi Malik, Dr Omer Malik, Elise Vassie-monade (British association for Pharmopsychology (June 2025)) "Case Study – Effects of Clozapine augmentation with Cimetidine on Global assessment of Progress"
- > St Clair Miller, D & Bartlett, C. (RCSLT Conference (November 2025) 'Choking Awareness & Prevention: It's No Joke to Choke'.
- > St Clair Miller, D & Bartlett, C. (RCSLT Conference (November 2025) 'Confidence Through competence: A structured CPD Programme for NQPs.',
- > Wheway, A (The Occupational Therapy Show (November 2025)) ' Beyond The Clinician's View: "Autism & Me" – Coproducing Staff Understanding Through Service user Expertise'
- > Laura-Jane Pinner, Lindsay Duhra, Caitlin Harrison (Royal College of Occupational Therapists (November 2025)) "Implementing Personalised Sensory Ladders in Inpatient Personality Disorder Settings"
- > Cole, N. (CCD Symposium (June 2025)) : 'Exploring the presence of cognitive communication disorder in Huntington's disease: 3 single case studies from an inpatient neuropsychiatric unit'
- > Beale, J. (BIGSPD (June 2025)) – "A sensory lens to support person centred care and occupational justice on a personality disorder ward"

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